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**FACTORS INFLUENCING INTENTION TO SHARE  
KNOWLEDGE AMONG ACADEMIC STAFF IN ADEN  
UNIVERSITY YEMEN**



**MASTER OF HUMAN RESOURCE MANAGEMENT  
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**FACTORS INFLUENCING INTENTION TO SHARE KNOWLEDGE  
AMONG ACADEMIC STAFF IN ADEN UNIVERSITY YEMEN**



By

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**Research Paper Submitted to  
School of Business Management (SBM), College of Business,  
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## ABSTRACT

Knowledge has become a basic component of economic and social growth in developing countries. In this context, Yemen is one of the emerging countries that shows an increased interest in sustainable economic growth, as well as the ability of society to create, choose, and adapt the new world economy which is based on the knowledge. Therefore, intention to share knowledge is seen as one of the important sources to introduce rudimentary changes in the educational systems in Yemen. This study explored the effects of attitude, social network, organizational support as predictors of intention to share knowledge to enhance academic staff effectiveness at Aden University in Yemen. Theory of reasoned action (TRA) and social capital theory (SCT) have been used to investigate intention to share knowledge among the academic staff in Social Science Colleges at Aden University. The study used a quantitative method through survey instrument and 111 usable questionnaires were collected from academic staff of Aden University. SPSS software was employed to analyse the data. Results showed support relationship between attitude, social network, and intention to share knowledge. Whereas, the relationship between organizational support, and intention to share knowledge was not supported. The results of this study offer a link to its useful applications, the study also useful and has importance for policy makers, and academicians, specifically, for the Academic Staff in order to improve sharing knowledge. Besides, it includes limitations for future studies to enhance intention to share knowledge in Yemen universities.

**Keywords:** intention to knowledge sharing, attitude, social network, organizational support, Aden University

## ABSTRAK

Pengetahuan merupakan komponen asas kepada pertumbuhan ekonomi dan sosial di negara-negara membangun. Dalam konteks ini, Yaman adalah salah sebuah daripada negara membangun yang menunjukkan minat terhadap pertumbuhan ekonomi yang mampan, keupayaan masyarakat untuk mencipta, memilih dan menyesuaikan ekonomi dunia kini yang berasaskan pengetahuan. Oleh itu, niat untuk berkongsi pengetahuan dilihat sebagai salah satu sumber penting untuk memperkenalkan perubahan dalam sistem pendidikan di Yaman. Kajian ini meneliti kesan sikap, rangkaian sosial, sokongan organisasi sebagai peramal terhadap niat untuk berkongsi pengetahuan di kalangan staf akademik Universiti Aden di Yaman. Teori Tindakan Alasan (TRA) dan Teori Modal Sosial (SCT) telah digunakan dalam kerangka niat untuk berkongsi pengetahuan khususnya di kalangan staf akademik Kolej Sains Sosial, Universiti Aden, ini. Kajian ini bersifat kuantitatif di mana instrumen tinjauan telah diedarkan kepada responden terpilih dengan 111 soal selidik dikembalikan dan diproses. Perisian SPSS telah digunakan untuk menganalisis data. Keputusan menunjukkan bahawa terdapat hubungan di antara pembolehubah sikap dan rangkaian sosial terhadap niat untuk berkongsi pengetahuan. Manakala, hubungan antara sokongan organisasi dan niat untuk berkongsi pengetahuan didapati tidak signifikan. Hasil kajian ini boleh dijadikan antara asas yang berguna dan mempunyai sumbangan penting bagi pembuat dasar, dan staf akademik khususnya dalam meningkatkan niat untuk berkongsi pengetahuan. Selain itu, beberapa batasan serta cadangan kajian lanjut untuk meningkatkan niat bagi berkongsi pengetahuan dalam konteks universiti di Yaman juga telah digariskan.

**Kata kunci:** niat untuk berkongsi pengetahuan, sikap, rangkaian sosial, sokongan organisasi, Universiti Aden

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## LIST OF ABBREVIATIONS

|      |   |
|------|---|
| TRA  | Theory of Reasoned Action                   |
| SCT  | Social Capital Theory                       |
| TBP  | Theory of Planned Behaviour                 |
| SPSS | Statistical Package for the Social Sciences |
| ISK  | Intention to Share Knowledge                |
| ATT  | Attitude                                    |
| SN   | Social Network                              |
| OS   | Organizational Support                      |
| CR   | Composite Reliability                       |
| AU   | Aden University                             |



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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter covers the background of the study, problem statement, followed by the research questions, research objectives, scope of the study, significance of the study, and the organization of the study. In general, this chapter investigates the factors that influencing intention to share knowledge among academic staff at Aden University in Yemen. These factors are attitude, organizational support, and social network.

#### **1.2 Background of study**

This study elaborates the past research of intention to share knowledge (ISK). Previous research show that the organizations identify the popular concept of knowledge as a critical strategic source in the organizations (Abdulla, 2007; Chennamaneni, 2006; Ipe, 2003). Knowledge is recognizing as one of the greatest important resources for most of the organizations, and organizations must plan to manage its knowledge (Pangil, 2007). Since, knowledge management has been introduced for almost two decades, the definition also changed according to the current environment of knowledge work.

According to Koeng (2012), Knowledge Management (KM) is a field that promotes an integrative approach in supporting KM process. Additionally, according to Koeng (2012) KM is a concept and term that includes the process of capturing, distributing and effectively applying the knowledge. Thus, Razali and Juanil (2011) highlighted

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## **Appendix A**

### **Research Questionnaire- English Version**



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#### **ACADEMIC RESEARCH QUESTIONNAIRE**

Dear / Mr / Mrs / Ms,

I am a Master Student of Human Resource Management at the above-named university, currently working on my Master Project Paper title “Factors influencing knowledge sharing intention among academic staff in Aden University (Yemen)”.

The aim of this research is to investigate the factors that influencing knowledge sharing intention among the academic staff in Aden University. Please be assured that your responses will only be used for academic purpose. Hence, your identity will never be known throughout any part of the research process.

Thank you very much for your time and cooperation.

FARES FADHL ABBOD MOHSEN (823463)  
Master of (Human Resource Management)  
University Utara Malaysia  
Tel: 0187694249  
Email: faresalzi@gmail.com

### Section A

Information about YOU, please tick ( ✓ ) in the related box:

#### Q1: Gender

|     |      |     |        |
|-----|------|-----|--------|
| (1) | Male | (2) | Female |
|-----|------|-----|--------|

#### Q2: Age in years:

|     |               |     |               |
|-----|---------------|-----|---------------|
| (1) | 25 – 29 years | (4) | 40 – 44 years |
| (2) | 30 – 34 years | (5) | 45 – 49 years |
| (3) | 35 – 39 years | (6) | 50 and over   |

#### Q3: Marital Status

|     |        |     |         |     |          |
|-----|--------|-----|---------|-----|----------|
| (1) | Single | (2) | Married | (3) | Divorced |
|-----|--------|-----|---------|-----|----------|

#### Q4: Years of Experience

|     |                 |     |                    |
|-----|-----------------|-----|--------------------|
| (1) | 2 years or less | (4) | 11 – 15 years      |
| (2) | 3 – 5 years     | (5) | 16 – 20 years      |
| (3) | 6 – 10 years    | (6) | 21 years and above |

#### Q5: Job Title

|     |                     |     |              |
|-----|---------------------|-----|--------------|
| (1) | Professor           | (4) | Lecturer     |
| (2) | Associate Professor | (5) | Demonstrator |
| (3) | Assistant Professor | (6) | Tutor        |

## Section B

The following statements measure your attitude, social network, organizational support, and intention to share knowledge.

**Instruction:** Please tick (✓) in the related box to show your numerical rating of each of the following statements that represent your personal choice.

| Qualitative Rating     | Numerical Rating |
|------------------------|------------------|
| Strongly disagree (SD) | 1                |
| Disagree (D)           | 2                |
| Moderate (M)           | 3                |
| Agree (A)              | 4                |
| Strongly agree (SA)    | 5                |

The following statement measure your opinion about Attitude, social network and organizational support.

|   |   | Level of Agreement |   |   |   |    |
|---|---|--------------------|---|---|---|----|
|   | Attitude  | SD                 | D | M | A | SA |
| 1 | I like the idea of knowledge sharing with other members in my university. | 1                  | 2 | 3 | 4 | 5  |
| 2 | Sharing my knowledge with other university member is good idea.           | 1                  | 2 | 3 | 4 | 5  |
| 3 | Sharing my knowledge with other university member is beneficial.          | 1                  | 2 | 3 | 4 | 5  |

|   | Social Network   | SD | D | M | A | SA |
|---|--|----|---|---|---|----|
| 4 | I communicate frequently with most members of my university.                   | 1  | 2 | 3 | 4 | 5  |
| 5 | I interact and communicate with other people or groups outside the university. | 1  | 2 | 3 | 4 | 5  |
| 6 | I communicate with other members in the university through informal meeting.   | 1  | 2 | 3 | 4 | 5  |

|   |  |   |   |   |   |   |
|---|--|---|---|---|---|---|
| 7 | I actively participate in community of practice. | 1 | 2 | 3 | 4 | 5 |
|---|--|---|---|---|---|---|

|    | <b>Organizational Support</b>  | <b>SD</b> | <b>D</b> | <b>M</b> | <b>A</b> | <b>SA</b> |
|----|--|-----------|----------|----------|----------|-----------|
| 8  | My university has appropriate technology in place (e.g. academic portal, web site, e-mail) to support knowledge sharing.   | 1         | 2        | 3        | 4        | 5         |
| 9  | My university has process in place (e.g. meeting, colloquium, intellectual discourse session, etc.) for knowledge sharing. | 1         | 2        | 3        | 4        | 5         |
| 10 | My university supports forming informal networks (e.g. community of practice) where knowledge sharing can be shared.       | 1         | 2        | 3        | 4        | 5         |

The following statement measure your opinion about intention to share knowledge.

|    | <b>Intention to Share knowledge</b>   | <b>SD</b> | <b>D</b> | <b>M</b> | <b>A</b> | <b>SA</b> |
|----|---|-----------|----------|----------|----------|-----------|
| 11 | I intend to share my knowledge.   | 1         | 2        | 3        | 4        | 5         |
| 12 | I plan to share my knowledge with other members at my university.           | 1         | 2        | 3        | 4        | 5         |
| 13 | I will share my knowledge with other university members in the near future. | 1         | 2        | 3        | 4        | 5         |
| 14 | All things considered, I will share my knowledge in the near future         | 1         | 2        | 3        | 4        | 5         |
| 15 | I share comprehensive knowledge with my colleagues.                         | 1         | 2        | 3        | 4        | 5         |

Thank you

## Appendix B

### Research Questionnaire- Arabic Version

استبيان بحث



جامعة الشمال (أوتارا) الماليزية كلية إدارة الأعمال

06010 سنتوك ولاية كدح قدح دار الأمان ماليزيا

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اعزائي، عزيزاتي المجيبون على هذا الاستبيان

الموضوع استبيان بحث أكاديمي

أنا طالب ماجستير في إدارة الموارد البشرية في الجامعة المذكورة أعلاه، حالياً أشتغل على ورقة مشروع بحث الماجستير بعنوان "العوامل التي تؤثر على نية مشاركة المعرفة بين الموظفين الأكاديميين النقيشين من جامعة عدن (اليمن)

الهدف من هذا البحث هو للتحقق من العوامل التي تؤثر على نية مشاركة وتبادل المعرفة بين الموظفين الأكاديميين في جامعة عدن. فضلاً وللعلم نطمئنكم أن ردودكم ومشاركاتكم في هذا البحث لن تستخدم إلا لغرض البحث الأكاديمي. وبالتالي فهوياتكم لن تعرف أبداً خلال هذا البحث حيث سيتم استخدام رموز مجهولة وبسرية تامة.

شكراً على تعاونك ووقتك

فارس فضل عبود محسن (823463)


ماجستير (إدارة موارد بشرية)

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القسم الاول: معلومات عنك

يرجى نقر علامة (✓) في المربع المتعلق بالاجابة المناسبة

السؤال الاول: الجنس

|     |   |      |   |
|-----|---|------|---|
| ذكر | 1 | أنثى | 2 |
|-----|---|------|---|

السؤال الثاني : العمر

|     |                |     |                 |
|-----|----------------|-----|-----------------|
| (1) | من سنة 25 - 29 | (4) | من سنة 40 - 44  |
| (2) | من سنة 30 - 34 | (5) | من سنة 45 - 49  |
| (3) | من سنة 35 - 39 | (6) | من سنة 50 وأكثر |

السؤال الثالث: الحالة الاجتماعية

|     |      |     |       |     |            |
|-----|------|-----|-------|-----|------------|
| (1) | أعزب | (2) | متزوج | (3) | مطلق/مطلقة |
|-----|------|-----|-------|-----|------------|

السؤال الرابع: عدد سنوات الخبرة

|     |               |     |              |
|-----|---------------|-----|--------------|
| (1) | من 2 أو أقل   | (4) | من 11-15 سنة |
| (2) | من 3-5 سنوات  | (5) | من 16-20 سنة |
| (3) | من 6-10 سنوات | (6) | من 21 وأكثر  |

السؤال الخامس: المسمى الوظيفي


|     |             |     |       |
|-----|-------------|-----|-------|
| (1) | أستاذ دكتور | (4) | محاضر |
| (2) | أستاذ مشارك | (5) | مدرس  |
| (3) | أستاذ مساعد | (6) | معيد  |

القسم ب

البيانات التالية تقيس موقفك، وشبكة علاقاتك الاجتماعية، ودعمك التنظيمي، ونيتك لتبادل ومشاركة المعرفة.

التعليمات: يرجى وضع علامة (✓) صح في المربع المتعلق بتقييمك الرقمي للعبارات التالية التي تمثل إجابتك الشخصية.

| التقييم النوعي | التقييم الرقمي |
|----------------|----------------|
| لا أوافق بشدة  | 1              |
| لا أوافق       | 2              |
| محايد          | 3              |
| أوافق          | 4              |
| أوافق بشدة     | 5              |

  
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البيانات التالية تقيس رايك حول السلوك والاجتماعية والدعم التنظيمي.

| (1)<br>لا اوافق بشدة | (2)<br>لا اوافق | (3)<br>محايد | (4)<br>اوافق | (5)<br>اوافق بشدة |
|----------------------|-----------------|--------------|--------------|-------------------|
|----------------------|-----------------|--------------|--------------|-------------------|

| رقم السؤال السلوك | مستوى الاتفاق |
|-------------------|---------------|
| 1                 | 1 2 3 4 5     |
| 2                 | 1 2 3 4 5     |
| 3                 | 1 2 3 4 5     |

|   |           |  |
|---|-----------|--|
| 1 | 1 2 3 4 5 | الشبكة الاجتماعية  |
| 4 | 1 2 3 4 5 | أتواصل بشكل متكرر مع معظم الأعضاء في جامعتي.                   |
| 5 | 1 2 3 4 5 | أناقل و أتواصل مع أناس آخرين او جماعات من خارج الجامعة         |
| 6 | 1 2 3 4 5 | أتواصل مع الأعضاء الآخرين في جامعتي من خلال اجتماعات غير رسمية |
| 7 | 1 2 3 4 5 | أشارك بنشاط في مجتمع التخصص المهني.                            |

|    |           |   |
|----|-----------|---|
| 8  | 1 2 3 4 5 | الدعم التنظيمي  |
| 9  | 1 2 3 4 5 | جامعتي تملك تكنولوجيا مناسبة في مكان العمل مثل البوابة الأكاديمية، الموقع الرسمي والبريد الإلكتروني لدعم تبادل المعرفة يوجد في جامعتي أماكن لإجراء اللقاءات (مثلا المقابلات، والندوات، وجلسات الخطاب الثقافي، وغيرها) لتبادل المعرفة. |
| 10 | 1 2 3 4 5 | جامعتي تدعم تشكيل شبكات غير رسمية (مثل مجتمع التخصص المهني) حيث يمكن تبادل ومشاركة المعرفة  |

البيانات التالية تقيس رايك حول نية مشاركة وتبادل المعرفة

|    |           |   |
|----|-----------|---|
| 11 | 1 2 3 4 5 | نية مشاركة وتبادل المعرفة   |
| 12 | 1 2 3 4 5 | أنوي مشاركة المعرفة   |
| 13 | 1 2 3 4 5 | أخطط لمشاركة معرفتي مع الأعضاء الآخرين في جامعتي                    |
| 14 | 1 2 3 4 5 | سوف أشارك معرفتي مع أعضاء آخرين من جامعات أخرى في المستقبل القريب   |
| 15 | 1 2 3 4 5 | كل الأشياء في الاعتبار تقول اني سوف اشارك معرفتي في المستقبل القريب |
| 16 | 1 2 3 4 5 | أشارك المعرفة الشاملة مع زملائي                                     |

شكراً لك

  
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## APPENDIX C: SPSS OUTPUT

### Frequencies

| Statistics |         |        |              |                |                     |           |
|------------|---------|--------|--------------|----------------|---------------------|-----------|
|            |         | Gender | Age in years | Marital Status | Years of Experience | Job Title |
| N          | Valid   | 111    | 111          | 111            | 111                 | 111       |
|            | Missing | 0      | 0            | 0              | 0                   | 0         |

### Frequency Table

| Gender |        |           |         |               |                    |
|--------|--------|-----------|---------|---------------|--------------------|
|        |        | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid  | Female | 24        | 21.6    | 21.6          | 21.6               |
|        | Male   | 87        | 78.4    | 78.4          | 100.0              |
|        | Total  | 111       | 100.0   | 100.0         |                    |

| Age in years |               |           |         |               |                    |
|--------------|---------------|-----------|---------|---------------|--------------------|
|              |               | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid        | 25 – 29 years | 13        | 11.7    | 11.7          | 11.7               |
|              | 30 – 34 years | 18        | 16.2    | 16.2          | 27.9               |
|              | 35 – 39 years | 46        | 41.4    | 41.4          | 69.4               |
|              | 40 – 44 years | 21        | 18.9    | 18.9          | 88.3               |
|              | 45 – 49 years | 7         | 6.3     | 6.3           | 94.6               |
|              | 50 and over   | 6         | 5.4     | 5.4           | 100.0              |
|              | Total         | 111       | 100.0   | 100.0         |                    |

| Marital Status |         |           |         |               |                    |
|----------------|---------|-----------|---------|---------------|--------------------|
|                |         | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid          | Married | 101       | 91.0    | 91.0          | 91.0               |
|                | Single  | 10        | 9.0     | 9.0           | 100.0              |
|                | Total   | 111       | 100.0   | 100.0         |                    |

| Years of Experience |                    |           |         |               |                    |
|---------------------|--------------------|-----------|---------|---------------|--------------------|
|                     |                    | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid               | 11 – 15 years      | 25        | 22.5    | 22.5          | 22.5               |
|                     | 16 – 20 years      | 9         | 8.1     | 8.1           | 30.6               |
|                     | 2 years or less    | 1         | .9      | .9            | 31.5               |
|                     | 3 – 5 years        | 27        | 24.3    | 24.3          | 55.9               |
|                     | 6 – 10 years       | 25        | 22.5    | 22.5          | 78.4               |
|                     | 2 years or less    | 19        | 17.1    | 17.1          | 95.5               |
|                     | 21 years and above | 5         | 4.5     | 4.5           | 100.0              |
|                     | Total              | 111       | 100.0   | 100.0         |                    |

| Job Title |                     |           |         |               |                    |
|-----------|---------------------|-----------|---------|---------------|--------------------|
|           |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid     | Assistant Professor | 29        | 26.1    | 26.1          | 26.1               |
|           |                     | 1         | .9      |               |                    |
|           | Associate Professor | 5         | 4.5     | 4.5           | 31.5               |
|           | Demonstrator        | 23        | 20.7    | 20.7          | 52.3               |
|           | Lecturer            | 26        | 23.4    | 23.4          | 75.7               |
|           | Professor           | 8         | 7.2     | 7.2           | 82.9               |
|           | Tutor               | 19        | 17.1    | 17.1          | 100.0              |
|           | Total               | 111       | 100.0   | 100.0         |                    |

## Descriptive

| Descriptive Statistics |     |         |         |      |                |
|------------------------|-----|---------|---------|------|----------------|
|                        | N   | Minimum | Maximum | Mean | Std. Deviation |
| ATT Q1                 | 111 | 2       | 5       | 4.61 | .620           |
| ATT Q2                 | 111 | 3       | 5       | 4.56 | .551           |
| ATT Q3                 | 111 | 3       | 5       | 4.58 | .565           |
| SN Q 1                 | 111 | 2       | 5       | 3.79 | .916           |
| SN Q 2                 | 111 | 1       | 5       | 3.81 | 1.005          |
| SN Q 3                 | 111 | 1       | 5       | 3.78 | .976           |
| SN Q 4                 | 111 | 1       | 5       | 3.94 | .993           |
| OS Q 1                 | 111 | 1       | 5       | 3.10 | 1.293          |

|                    |     |   |   |      |       |
|--------------------|-----|---|---|------|-------|
| OS Q 2             | 111 | 1 | 5 | 3.15 | 1.259 |
| OS Q 3             | 111 | 1 | 5 | 2.84 | 1.195 |
| ISK Q 1            | 111 | 2 | 5 | 4.53 | .658  |
| ISK Q 2            | 111 | 1 | 5 | 4.33 | .802  |
| ISK Q 3            | 111 | 2 | 5 | 4.32 | .738  |
| ISK Q 4            | 111 | 1 | 5 | 4.17 | .913  |
| ISK Q 5            | 111 | 2 | 5 | 4.31 | .736  |
| Valid N (listwise) | 111 |   |   |      |       |

### Descriptive (Overall Value)

| Descriptive Statistics       |     |         |         |        |                |
|------------------------------|-----|---------|---------|--------|----------------|
|                              | N   | Minimum | Maximum | Mean   | Std. Deviation |
| Attitude                     | 111 | 2.67    | 5.00    | 4.5826 | .47666         |
| Social Network               | 111 | 1.50    | 5.00    | 3.8311 | .77910         |
| Organizational Support       | 111 | 1.00    | 5.00    | 3.0300 | 1.06510        |
| Intention to Share Knowledge | 111 | 2.60    | 5.00    | 4.3315 | .58122         |
| Valid N (listwise)           | 111 |         |         |        |                |

## Reliability

### Attitude

| Case Processing Summary                                       |                       |     |       |
|---|-----------------------|-----|-------|
|   |                       | N   | %     |
| Cases   | Valid                 | 111 | 100.0 |
|   | Excluded <sup>a</sup> | 0   | .0    |
|   | Total                 | 111 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. |                       |     |       |

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .761                   | 3          |

| Item Statistics |      |                |     |
|-----------------|------|----------------|-----|
|                 | Mean | Std. Deviation | N   |
| ATT Q 1         | 4.61 | .620           | 111 |
| ATT Q 2         | 4.56 | .551           | 111 |
| ATT Q 3         | 4.58 | .565           | 111 |

| Inter-Item Correlation Matrix |         |         |         |
|-------------------------------|---------|---------|---------|
|                               | ATT Q 1 | ATT Q 2 | ATT Q 3 |
| ATT Q 1                       | 1.000   | .426    | .436    |
| ATT Q 2                       | .426    | 1.000   | .709    |
| ATT Q 3                       | .436    | .709    | 1.000   |

| Item-Total Statistics |                            |                                |                                  |                              |                                  |
|-----------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
|                       | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| ATT Q 1               | 9.14                       | 1.063                          | .466                             | .217                         | .829                             |
| ATT Q 2               | 9.19                       | 1.009                          | .662                             | .519                         | .605                             |
| ATT Q 3               | 9.17                       | .980                           | .667                             | .524                         | .595                             |

| Scale Statistics |          |                |            |
|------------------|----------|----------------|------------|
| Mean             | Variance | Std. Deviation | N of Items |
| 13.75            | 2.045    | 1.430          | 3          |



## Reliability

### Social Network

| Case Processing Summary                                       |                       |     |       |
|---|-----------------------|-----|-------|
|   |                       | N   | %     |
| Cases   | Valid                 | 111 | 100.0 |
|   | Excluded <sup>a</sup> | 0   | .0    |
|   | Total                 | 111 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. |                       |     |       |

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .813                   | 4          |

| Item Statistics |      |                |     |
|-----------------|------|----------------|-----|
|                 | Mean | Std. Deviation | N   |
| SN Q 1          | 3.79 | .916           | 111 |
| SN Q 2          | 3.81 | 1.005          | 111 |
| SN Q 3          | 3.78 | .976           | 111 |
| SN Q 4          | 3.94 | .993           | 111 |

| Inter-Item Correlation Matrix |        |        |        |        |
|-------------------------------|--------|--------|--------|--------|
|                               | SN Q 1 | SN Q 2 | SN Q 3 | SN Q 4 |
| SN Q 1                        | 1.000  | .599   | .590   | .395   |
| SN Q 2                        | .599   | 1.000  | .514   | .489   |
| SN Q 3                        | .590   | .514   | 1.000  | .548   |
| SN Q 4                        | .395   | .489   | .548   | 1.000  |

| Item-Total Statistics |                                  |                                      |  |                                    |   |
|-----------------------|----------------------------------|--------------------------------------|--|------------------------------------|---|
|                       | Scale Mean<br>if Item<br>Deleted | Scale<br>Variance if<br>Item Deleted | Corrected<br>Item-Total<br>Correlation | Squared<br>Multiple<br>Correlation | Cronbach's<br>Alpha if<br>Item<br>Deleted |
| SN Q 1                | 11.53                            | 5.997                                | .641                                   | .468                               | .762                                      |
| SN Q 2                | 11.51                            | 5.616                                | .648                                   | .443                               | .758                                      |
| SN Q 3                | 11.54                            | 5.632                                | .675                                   | .474                               | .745                                      |
| SN Q 4                | 11.39                            | 5.967                                | .568                                   | .359                               | .796                                      |

| Scale Statistics |          |                |            |
|------------------|----------|----------------|------------|
| Mean             | Variance | Std. Deviation | N of Items |
| 15.32            | 9.712    | 3.116          | 4          |



## Reliability

### Organizational Support

| Case Processing Summary                                       |                       |     |       |
|---|-----------------------|-----|-------|
|   |                       | N   | %     |
| Cases   | Valid                 | 111 | 100.0 |
|   | Excluded <sup>a</sup> | 0   | .0    |
|   | Total                 | 111 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. |                       |     |       |

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .812                   | 3          |

| Item Statistics |      |                |     |
|-----------------|------|----------------|-----|
|                 | Mean | Std. Deviation | N   |
| OS Q 1          | 3.10 | 1.293          | 111 |
| OS Q 2          | 3.15 | 1.259          | 111 |
| OS Q 3          | 2.84 | 1.195          | 111 |

| Inter-Item Correlation Matrix |        |        |        |
|-------------------------------|--------|--------|--------|
|                               | OS Q 1 | OS Q 2 | OS Q 3 |
| OS Q 1                        | 1.000  | .677   | .511   |
| OS Q 2                        | .677   | 1.000  | .579   |
| OS Q 3                        | .511   | .579   | 1.000  |



| Item-Total Statistics |                            |                                |                                  |                              |                                  |
|-----------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
|                       | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| OS Q 1                | 5.99                       | 4.754                          | .671                             | .480                         | .732                             |
| OS Q 2                | 5.94                       | 4.678                          | .725                             | .532                         | .675                             |
| OS Q 3                | 6.25                       | 5.463                          | .594                             | .361                         | .808                             |

| Scale Statistics |          |                |            |
|------------------|----------|----------------|------------|
| Mean             | Variance | Std. Deviation | N of Items |
| 9.09             | 10.210   | 3.195          | 3          |



## Reliability

### Intention to Share Knowledge

| Case Processing Summary                                       |                       |     |       |
|---|-----------------------|-----|-------|
|   |                       | N   | %     |
| Cases   | Valid                 | 111 | 100.0 |
|   | Excluded <sup>a</sup> | 0   | .0    |
|   | Total                 | 111 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. |                       |     |       |

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .807                   | 5          |

| Item Statistics |      |                |     |
|-----------------|------|----------------|-----|
|                 | Mean | Std. Deviation | N   |
| ISK Q 1         | 4.53 | .658           | 111 |
| ISK Q 2         | 4.33 | .802           | 111 |
| ISK Q 3         | 4.32 | .738           | 111 |
| ISK Q 4         | 4.17 | .913           | 111 |
| ISK Q 5         | 4.31 | .736           | 111 |

| Inter-Item Correlation Matrix |         |         |         |         |         |
|-------------------------------|---------|---------|---------|---------|---------|
|                               | ISK Q 1 | ISK Q 2 | ISK Q 3 | ISK Q 4 | ISK Q 5 |
| ISK Q 1                       | 1.000   | .643    | .307    | .241    | .393    |
| ISK Q 2                       | .643    | 1.000   | .466    | .381    | .534    |
| ISK Q 3                       | .307    | .466    | 1.000   | .580    | .406    |
| ISK Q 4                       | .241    | .381    | .580    | 1.000   | .625    |
| ISK Q 5                       | .393    | .534    | .406    | .625    | 1.000   |

| Item-Total Statistics |                            |                                |                                  |                              |                                  |
|-----------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
|                       | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| ISK Q 1               | 17.13                      | 6.366                          | .496                             | .420                         | .796                             |
| ISK Q 2               | 17.32                      | 5.385                          | .650                             | .546                         | .750                             |
| ISK Q 3               | 17.34                      | 5.827                          | .582                             | .410                         | .772                             |
| ISK Q 4               | 17.49                      | 5.143                          | .596                             | .523                         | .773                             |
| ISK Q 5               | 17.35                      | 5.612                          | .657                             | .500                         | .750                             |

| Scale Statistics |          |                |            |
|------------------|----------|----------------|------------|
| Mean             | Variance | Std. Deviation | N of Items |
| 21.66            | 8.445    | 2.906          | 5          |



## Factor Analysis

### Attitude

| KMO and Bartlett's Test                          |                    |         |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .640    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 101.971 |
|  | df                 | 3       |
|  | Sig.               | .000    |

| Communalities                                    |         |            |
|--|---------|------------|
|  | Initial | Extraction |
| ATT Q1   | 1.000   | .512       |
| ATT Q2   | 1.000   | .770       |
| ATT Q3   | 1.000   | .777       |
| Extraction Method: Principal Component Analysis. |         |            |

| Total Variance Explained                         |                     |               |              |                                     |               |              |
|--|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| Component  | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|  | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % |
| 1  | 2.059               | 68.640        | 68.640       | 2.059                               | 68.640        | 68.640       |
| 2  | .650                | 21.652        | 90.292       |                                     |               |              |
| 3  | .291                | 9.708         | 100.000      |                                     |               |              |
| Extraction Method: Principal Component Analysis. |                     |               |              |                                     |               |              |

| Component Matrix <sup>a</sup>                    |           |
|--|-----------|
|  | Component |
|  | 1         |
| ATT Q1   | .716      |
| ATT Q2   | .878      |
| ATT Q3   | .881      |
| Extraction Method: Principal Component Analysis. |           |
| a. 1 components extracted.                       |           |

## Factor Analysis

### Social Network

| KMO and Bartlett's Test                          |                    |         |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .751    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 148.998 |
|  | df                 | 6       |
|  | Sig.               | .000    |

| Communalities                                    |         |            |
|--|---------|------------|
|  | Initial | Extraction |
| SN Q 1   | 1.000   | .658       |
| SN Q 2   | 1.000   | .663       |
| SN Q 3   | 1.000   | .692       |
| SN Q 4   | 1.000   | .559       |
| Extraction Method: Principal Component Analysis. |         |            |

| Total Variance Explained                         |                     |               |              |                                     |               |              |
|--|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| Component  | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|  | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % |
| 1  | 2.571               | 64.283        | 64.283       | 2.571                               | 64.283        | 64.283       |
| 2  | .624                | 15.588        | 79.870       |                                     |               |              |
| 3  | .476                | 11.909        | 91.779       |                                     |               |              |
| 4  | .329                | 8.221         | 100.000      |                                     |               |              |
| Extraction Method: Principal Component Analysis. |                     |               |              |                                     |               |              |

| Component Matrix <sup>a</sup>                    |           |
|--|-----------|
|  | Component |
|  | 1         |
| SN Q 1   | .811      |
| SN Q 2   | .814      |
| SN Q 3   | .832      |
| SN Q 4   | .748      |
| Extraction Method: Principal Component Analysis. |           |
| a. 1 components extracted.                       |           |

## Factor Analysis

### Organizational Support

| KMO and Bartlett's Test                          |                    |         |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .691    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 114.824 |
|  | df                 | 3       |
|  | Sig.               | .000    |

| Communalities                                    |         |            |
|--|---------|------------|
|  | Initial | Extraction |
| OS Q 1   | 1.000   | .738       |
| OS Q 2   | 1.000   | .790       |
| OS Q 3   | 1.000   | .652       |
| Extraction Method: Principal Component Analysis. |         |            |

| Total Variance Explained                         |                     |               |              |                                     |               |              |
|--|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| Component  | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|  | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % |
| 1  | 2.180               | 72.680        | 72.680       | 2.180                               | 72.680        | 72.680       |
| 2  | .506                | 16.872        | 89.552       |                                     |               |              |
| 3  | .313                | 10.448        | 100.000      |                                     |               |              |
| Extraction Method: Principal Component Analysis. |                     |               |              |                                     |               |              |

| Component Matrix <sup>a</sup>                    |           |
|--|-----------|
|  | Component |
|  | 1         |
| OS Q 1   | .859      |
| OS Q 2   | .889      |
| OS Q 3   | .807      |
| Extraction Method: Principal Component Analysis. |           |
| a. 1 components extracted.                       |           |

## Factor Analysis

### Intention to Share Knowledge

| KMO and Bartlett's Test                          |                    |         |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .707    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 204.987 |
|  | df                 | 10      |
|  | Sig.               | .000    |

| Communalities                                    |         |            |
|--|---------|------------|
|  | Initial | Extraction |
| ISK Q 1  | 1.000   | .452       |
| ISK Q 2  | 1.000   | .652       |
| ISK Q 3  | 1.000   | .533       |
| ISK Q 4  | 1.000   | .570       |
| ISK Q 5  | 1.000   | .633       |
| Extraction Method: Principal Component Analysis. |         |            |

| Total Variance Explained                         |                     |               |              |                                     |               |              |
|--|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| Component  | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|  | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % |
| 1  | 2.840               | 56.801        | 56.801       | 2.840                               | 56.801        | 56.801       |
| 2  | .954                | 19.084        | 75.885       |                                     |               |              |
| 3  | .592                | 11.841        | 87.726       |                                     |               |              |
| 4  | .346                | 6.930         | 94.656       |                                     |               |              |
| 5  | .267                | 5.344         | 100.000      |                                     |               |              |
| Extraction Method: Principal Component Analysis. |                     |               |              |                                     |               |              |

| Component Matrix <sup>a</sup>                    |           |
|--|-----------|
|  | Component |
|  | 1         |
| ISK Q 1  | .673      |
| ISK Q 2  | .807      |
| ISK Q 3  | .730      |
| ISK Q 4  | .755      |
| ISK Q 5  | .795      |
| Extraction Method: Principal Component Analysis. |           |
| a. 1 components extracted.                       |           |

## Person Correlation

|  |                     | Correlations |       |       |        |
|--|---------------------|--------------|-------|-------|--------|
|  |                     | ISK          | ATT   | SN    | OS     |
| Intention to Share Knowledge                                 | Pearson Correlation | 1            | .430* | .378* | .185   |
|  | Sig. (2-tailed)     |              | .000  | .000  | .051   |
|  | N                   | 111          | 111   | 111   | 111    |
| Attitude   | Pearson Correlation | .430**       | 1     | .192* | .091   |
|  | Sig. (2-tailed)     | .000         |       | .044  | .344   |
|  | N                   | 111          | 111   | 111   | 111    |
| Social Network   | Pearson Correlation | .378**       | .192* | 1     | .405** |
|  | Sig. (2-tailed)     | .000         | .044  |       | .000   |
|  | N                   | 111          | 111   | 111   | 111    |
| Organizational Support                                       | Pearson Correlation | .185         | .091  | .405* | 1      |
|  | Sig. (2-tailed)     | .051         | .344  | .000  |        |
|  | N                   | 111          | 111   | 111   | 111    |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |              |       |       |        |



## Multiple Linear Regression

| Variables Entered/Removed <sup>a</sup>              |  |                   |        |
|---|--|-------------------|--------|
| Model   | Variables Entered  | Variables Removed | Method |
| 1   | Organizational Support, Attitude , Social Network <sup>b</sup> | .                 | Enter  |
| a. Dependent Variable: Intention to Share Knowledge |  |                   |        |
| b. All requested variables entered.                 |  |                   |        |

| Model Summary  |                   |          |                   |                            |
|--|-------------------|----------|-------------------|----------------------------|
| Model  | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1  | .525 <sup>a</sup> | .276     | .256              | .50141                     |
| a. Predictors: (Constant), Organizational Support, Attitude , Social Network |                   |          |                   |                            |

## ANOVA

| ANOVA <sup>a</sup>   |            |                |     |             |        |                   |
|--|------------|----------------|-----|-------------|--------|-------------------|
| Model  |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
| 1  | Regression | 10.258         | 3   | 3.419       | 13.601 | .000 <sup>b</sup> |
|  | Residual   | 26.901         | 107 | .251        |        |                   |
|  | Total      | 37.160         | 110 |             |        |                   |
| a. Dependent Variable: Intention to Share Knowledge                          |            |                |     |             |        |                   |
| b. Predictors: (Constant), Organizational Support, Attitude , Social Network |            |                |     |             |        |                   |

| Coefficients <sup>a</sup>                           |                        |                             |            |                           |       |      |
|---|------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model   |                        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|   |                        | B                           | Std. Error | Beta                      |       |      |
| 1   | (Constant)             | 1.369                       | .487       |                           | 2.810 | .006 |
|   | Attitude               | .452                        | .102       | .370                      | 4.419 | .000 |
|   | Social Network         | .219                        | .068       | .293                      | 3.212 | .002 |
|   | Organizational Support | .018                        | .049       | .033                      | .368  | .714 |
| a. Dependent Variable: Intention to Share Knowledge |                        |                             |            |                           |       |      |

| Residuals Statistics <sup>a</sup>                   |          |         |        |                |     |
|---|----------|---------|--------|----------------|-----|
|   | Minimum  | Maximum | Mean   | Std. Deviation | N   |
| Predicted Value                                     | 3.3617   | 4.8114  | 4.3315 | .30538         | 111 |
| Std. Predicted Value                                | -3.176   | 1.571   | .000   | 1.000          | 111 |
| Standard Error of Predicted Value                   | .051     | .203    | .091   | .027           | 111 |
| Adjusted Predicted Value                            | 3.2866   | 4.8070  | 4.3302 | .30944         | 111 |
| Residual  | -1.86663 | .87809  | .00000 | .49453         | 111 |
| Std. Residual                                       | -3.723   | 1.751   | .000   | .986           | 111 |
| Stud. Residual                                      | -3.745   | 1.774   | .001   | 1.005          | 111 |
| Deleted Residual                                    | -1.88880 | .93480  | .00134 | .51407         | 111 |
| Stud. Deleted Residual                              | -3.998   | 1.792   | -.004  | 1.023          | 111 |
| Mahal. Distance                                     | .160     | 16.992  | 2.973  | 2.625          | 111 |
| Cook's Distance                                     | .000     | .136    | .010   | .022           | 111 |
| Centered Leverage Value                             | .001     | .154    | .027   | .024           | 111 |
| a. Dependent Variable: Intention to Share Knowledge |          |         |        |                |     |

| Coefficients <sup>a</sup>                           |                        |                         |       |
|---|------------------------|-------------------------|-------|
| Model   |                        | Collinearity Statistics |       |
|   |                        | Tolerance               | VIF   |
| 1   | Attitude               | .963                    | 1.038 |
|   | Social Network         | .812                    | 1.232 |
|   | Organizational Support | .836                    | 1.197 |
| a. Dependent Variable: Intention to Share Knowledge |                        |                         |       |

| Collinearity Diagnostics <sup>a</sup>               |           |            |                 |                      |          |                |                        |
|---|-----------|------------|-----------------|----------------------|----------|----------------|------------------------|
| Model   | Dimension | Eigenvalue | Condition Index | Variance Proportions |          |                |                        |
|   |           |            |                 | (Constant)           | Attitude | Social Network | Organizational Support |
| 1   | 1         | 3.896      | 1.000           | .00                  | .00      | .00            | .01                    |
|   | 2         | .075       | 7.199           | .02                  | .02      | .01            | .88                    |
|   | 3         | .024       | 12.823          | .04                  | .06      | .99            | .11                    |
|   | 4         | .005       | 27.150          | .94                  | .92      | .00            | .00                    |
| a. Dependent Variable: Intention to Share Knowledge |           |            |                 |                      |          |                |                        |

